

# Welcome!

Today's Topic:

## Pricing Strategies To Win More Contracts

May 23, 2023



# Maryland

GOVERNOR'S OFFICE OF  
SMALL, MINORITY & WOMEN  
BUSINESS AFFAIRS  
[goMDsmallbiz.maryland.gov](http://goMDsmallbiz.maryland.gov)



# T.I.P.S.

Webinar  
Series

**Training & Insights for  
Procurement Success**



**#goMDsmallbiz**



Connect small businesses to greater economic opportunities.



Oversight, monitoring, and compliance of three **socioeconomic procurement programs** across 70 state agencies and departments.



Conduct a statewide outreach & training program.



Host online resources for small business growth and development.

# State Socioeconomic Procurement Programs

## Small Business Reserve (SBR) Program

- Prime contracting program
- 15% set-aside
- Race and gender neutral
- State-defined small business eligibility standards apply
- Online certification process (eMMA)
- Annual renewal

## Minority Business Enterprise (MBE) Program

- Subcontracting program
- 29% aspirational goal
- Race and gender specific
- Application-based certification process with MDOT
- Annual review

## Veteran-Owned Small Business Enterprise (VSBE) Program

- Subcontracting program
- 1% aspirational goal
- 3-step online certification process (eMMA) includes **verification** of veteran status
- Annual renewal

*MBEs and VSBEs are encouraged to perform as prime contractors.*



**RUSSELL C. TETER III**  
CVB, MBA / TECHNOLOGY MANAGEMENT  
CERTIFIED EXECUTIVE COACH & FACILITATOR

# **Price & Costing to Win More Contracts**

## **T.I.P.S. Webinar Series**

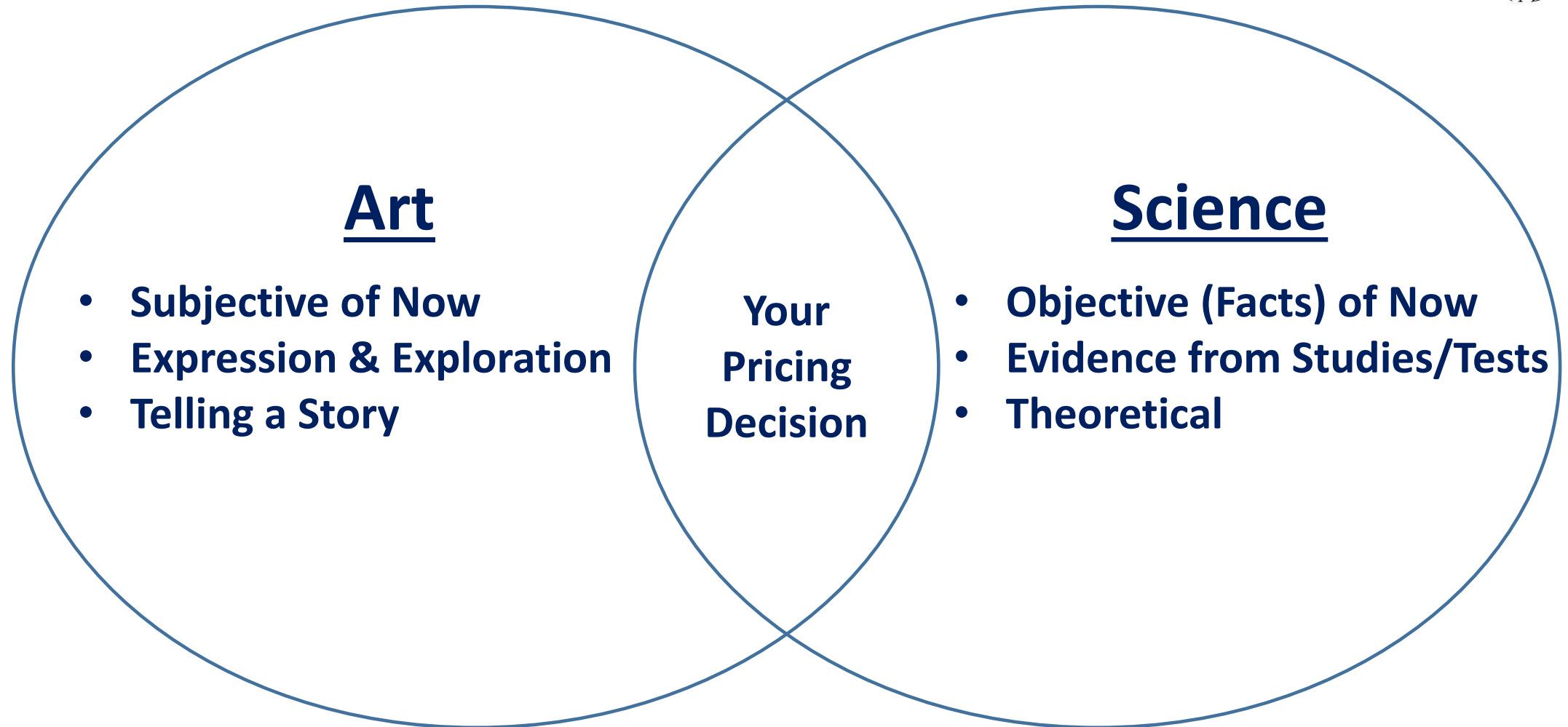


**Think about....Write down**

- **What are the characteristics of small companies that have successfully navigated in this “New Economy?”**
- **What are informational resources CEOs can use to make profitable pricing decisions in 2023?**
- **Find 3 Ideas**















## Strategic Business Growth to Win More! (Part 1) Create Systemized Plan to Earn More (61% MORE MONEY Yearly)



### Class #1: Look Beyond the Crises & Open D.O.O.R.S to Make Money - RECORDING

#### PRESENTATION FOR CLASS 1

#### WORKSHEETS 1 & 2 in Word

#### RESOURCES MENTIONED IN CLASS 1:

- [Apollo 13 Movie CLIP - Square Peg in a Round Hole](#)
- [Video: The E-Myth Revisited by Michael E Gerber | Animated Book Summary](#)
- [Patch Adams Movie CLIP-How Many Finger Do You See](#)
- [Earl Nightingale Reveals The Secrets In Think & Grow Rich](#)
- [Everest: Creating Greatness](#)

#### ARTICLES FOR CLASS 1: [CEO Accelerator - Articles for Worksheets 1 & 2](#)

#### ADDITIONAL RESOURCES FOR CLASS 1:

- [E-Myth - Book Summary](#)
- [E-Myth - Entire Book](#)
- [Video: Dennis Kimbro and Daniel Ally on Think and Grow Rich](#)
- [Video: Dennis Kimbro-Think and Grow Rich - A Black Choice](#)
- [Video: The Science Of Achievement \(Law Of Attraction\)](#)
- [Video: Think and Grow Rich for Women Summary](#)
- [Think And Grow Rich - Full Audio Book](#)
- [Think and Grow Rich - Summary Animated](#)
- [Zig Ziglar Evaluate Where You Are](#)
- [Zig Ziglar - Goal Setting](#)

### Class #2: Increase Profits 61% Year Over Year (AFTER "NEW" BASE YEAR) - RECORDING (45 Minutes) Additional Videos Totaling 15 Minutes:

- [Video: Job to be Done](#)
- [Video: 5 Ways to Massive Profits with Brad Sugars](#)

#### PRESENTATION FOR CLASS 2

#### WORKSHEETS 3-9 & 12 in Word

#### WORKSHEETS 10 & 11 PDF

#### RESOURCES MENTIONED IN CLASS 2:

- [Video: Clay Christensen: The "Job" of a Milkshake](#)
- [Video: 5 Financial Building Blocks](#) NOTE: Velocity is the Showed Last in the Video

#### ARTICLES FOR CLASS 2: [CEO Accelerator - Articles for Worksheets 3-9 & 12](#)

#### ADDITIONAL RESOURCES FOR CLASS 2:

- [Guide to Selling a Your Small Business - Full Book](#)

### Class #3: Strategic Execution: Getting the MOST Profitable Things Done - RECORDING (30 Minutes) Additional Videos Totaling 30 Minutes:

- [Brief Video Overview of 4 Disciplines of Execution](#)
- [Video Summary of the Book "4 Disciplines of Execution"](#)
- [Video of Discipline 4: WIG Meeting](#)

#### PRESENTATION FOR CLASS 3

#### WORKSHEET 5 - Drive 5 in Excel

#### RESOURCES MENTIONED IN CLASS 3:

- [Summary of the Book "4 Disciplines of Execution"](#)
- [Entire Section 1 of Book "4 Disciplines of Execution"](#)

#### ADDITIONAL RESOURCES FOR CLASS 3:

- [Video Overview for "The Effective Executive" by Peter Drucker](#)
- ["The Effective Executive" - Entire Book](#)

### Class #4: Your Activities - One-Page Plan to Win More: Time & Money - RECORDING

#### PRESENTATION FOR CLASS 4

#### WORKSHEETS 13-15 and 17 PDF

#### WORKSHEET 13 - Process Improvement in Excel

#### WORKSHEETS 14-18 - Growth System in Excel

#### WORKSHEET 19 - Loan Summary 2 Pages in Word

#### RESOURCES MENTIONED IN CLASS 4:

- [Private Equity Recapitalizations: Selling Your Business Twice](#)

### Class #5: Leverage Resources: Maximize Profits in a Changing Economy - RECORDING

(2/17/22 Webinar with BWI/MAA)

#### PRESENTATION FROM 2/17/22 WEBINAR WITH BWI/MAA

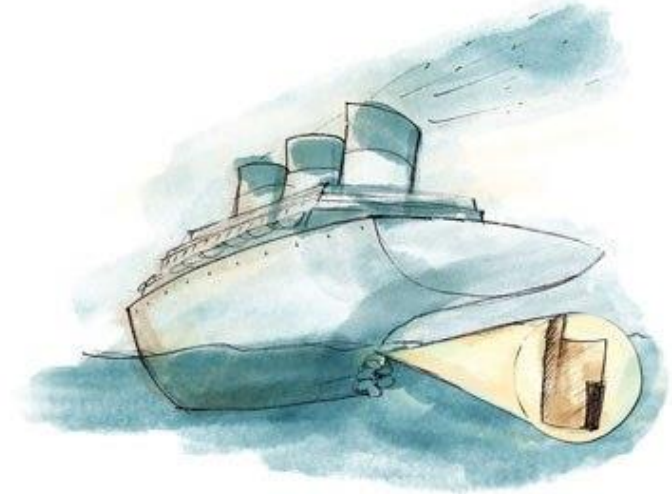
#### ADDITIONAL RESOURCES FOR CLASS 5:

- <https://www.khanacademy.org/economics-finance-domain/ap-macroeconomics/basic-economics-concepts/macro/introduction-to-the-economic-way-of-thinking-macro/a/lesson-summary-opportunity-cost-and-the-production-possibilities-curve>
- <https://www.youtube.com/watch?v=1UxAGi0T-4>
- <https://myrinet.rif.com/NewsCenter/Pages/jerry-adam-webinar.aspx>
- <https://www.oaktreecapital.com/>
- <https://www.berkshirehathaway.com/>
- <https://www.youtube.com/watch?v=B9XGUpQY38> (Principals for Success)
- <https://am.jpmorgan.com/us/en/asset-management/gim/adv/insights/guide-to-the-markets>
- <https://www.marketwatch.com/>
- <https://www.cnbc.com/>

[www.marylandsbdc.org/accelerator](http://www.marylandsbdc.org/accelerator)



**Your  
Navigation  
Decision**



## Macro Economics

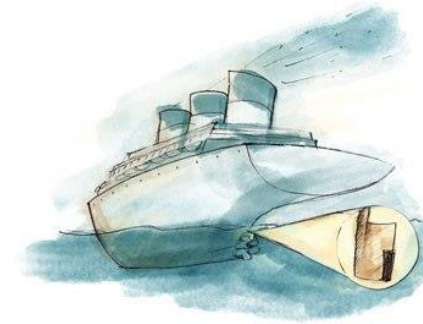
**Understanding of Economy,  
Industry, Competitors, Etc.**



**Your  
Pricing  
Decision**

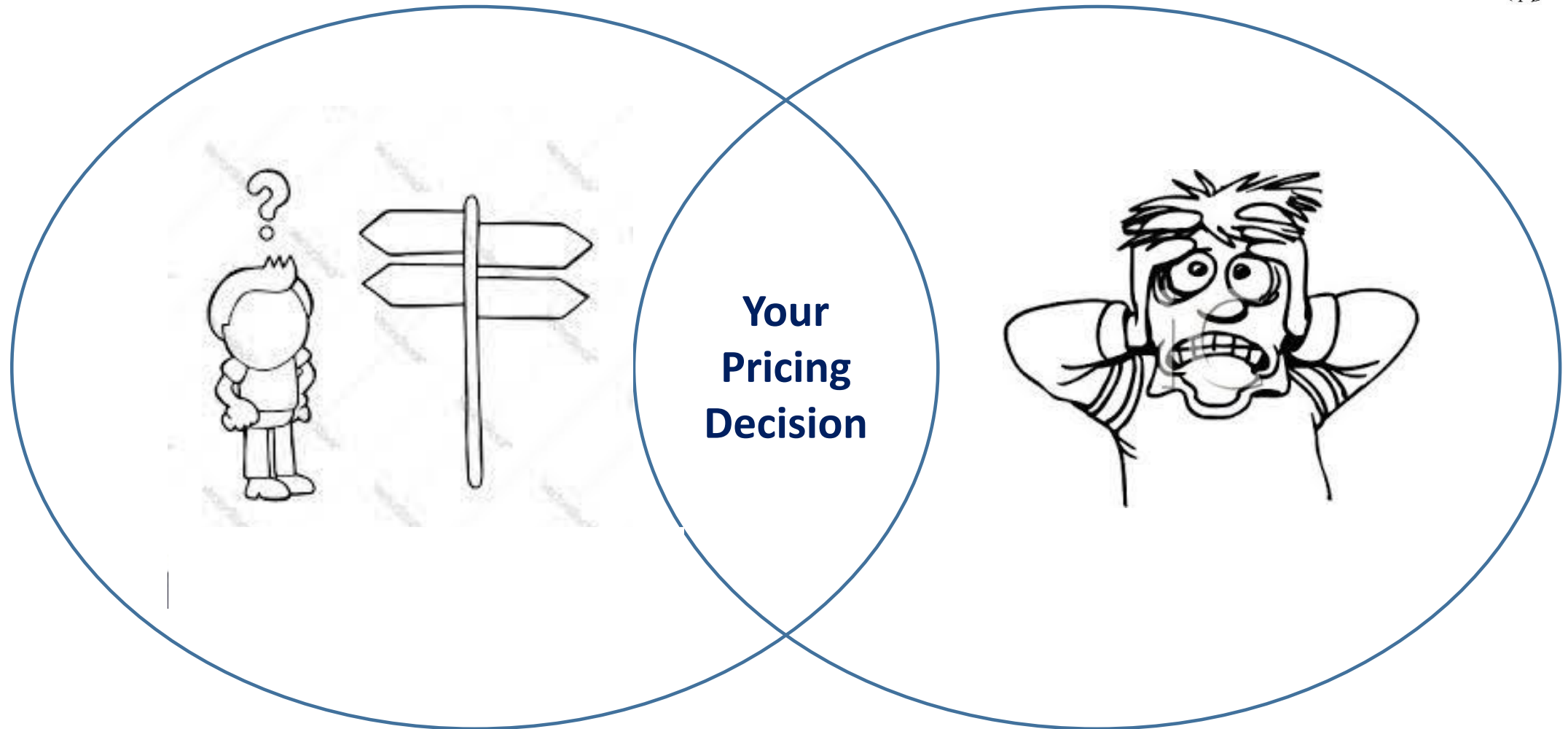
## Micro Economics

**Allocation of Specific  
Resources**

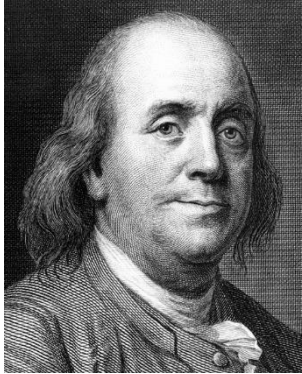








## 8 Steps to Make an Effective D.E.C.I.S.I.O.N.



“My way is to divide half a sheet of paper by a line into two columns; writing over the one Pro and over the other Con. Then during three or four days’ consideration, I put down under the different heads short hints of the different motives, ...and if after a day or two of further consideration, nothing new that is of importance occurs on either side, I come to a determination accordingly.” - Benjamin Franklin

Step #1: Caution - Pause 3 Seconds: Avoid Emotional Reaction

Step #2: Intuitive – Make Hypothesis: Educated Guess

Step #3: Divide – Pros & Cons: Test Hypothesis

Step #4: Independent – Evidence: NOT Bias

Step #5: Experts – Subject Matter / Specialists

Step #6: Numbers – “Know the Math or No Money”

Step #7: Self – Feelings / Risk Tolerance

Step #8: Orchestrate – Make Decision & Implement



**D** - Divide #3  
**E** - Experts #5  
**C** - Cautious #1  
**I** - Intuitive #2  
**S** - Self #7  
**I** – Independent #4  
**O** - Orchestrate #8  
**N** - Numbers #6

**8 Steps to Make an Effective D.E.C.I.S.I.O.N. Matrix**

Step #1: Caution - Pause 3 Seconds: Avoid Emotional Reaction Step #2: Intuitive – Make Hypothesis: Educated Guess		
Step #4: Independent Evidence: NOT Bias	Step #3: Divide – Pros & Cons: Test Hypothesis	
	Pros	Cons
Step #5: Experts Subject Matter / Specialists		
Step #6: Numbers “Know the Math or No Money”		
Step #7: Self Feelings / Risk Tolerance		
Step #8: Orchestrate – Make Decision & Implement		

**“You're the same today as you'll be in five years except for the people you meet and the books you read.”** — Charlie “Tremendous” Jones

## **“MINDSET·SKILLSET·TOOLSET”**



- With a Bias
- Everyone Has Bias - 30+ Identities of an Individual
- Implicit (Unconscious) & Explicit(Conscious) Bias
- Always Find Better – Pay Forward!



[www.marylandsbdc.org/accelerator](http://www.marylandsbdc.org/accelerator)



Access to Opportunities  
Federal, State & Local Government Contracting  
TO WIN MORE!



## PART 1: Tuesday, October 5, 2021: "Access to Opportunities Maryland, and Local Government (Cecil/Harford Counties) - RECORDING"

- PRESENTATION
- RESOURCES & EMAIL LINKS MENTIONED DURING PRESENTATION
  - APG:
    - Matt: [matthew.w.casey2.civ@mail.mil](mailto:matthew.w.casey2.civ@mail.mil)
    - David: [david.o.christ.civ/army.mil](mailto:david.o.christ.civ/army.mil)
    - APG related resources in Harford County (Karen): [klholt@hharfordcountymd.gov](mailto:klholt@hharfordcountymd.gov)
  - State Contracting:
    - Eduardo: [eduardo.hayden@maryland.gov](mailto:eduardo.hayden@maryland.gov)
    - Cristen: [cristen.ervin@maryland.gov](mailto:cristen.ervin@maryland.gov)
  - Local Government:
    - Harford: [HCGProcurement2@harfordcountymd.gov](mailto:HCGProcurement2@harfordcountymd.gov)
    - Cecil: [PurchasingOffice@ccgov.org](mailto:PurchasingOffice@ccgov.org)
  - Northeastern Maryland University Research Park: [Danny.DeMarini@nmu.edu](mailto:Danny.DeMarini@nmu.edu)



GOVCON GIANTS - Podcast 132



GOVCON GIANTS - Podcast 132

## PART 2: Thursday, March 17, 2022: "Access to Opportunities: NIH, Ft Meade, State of Maryland & Frederick/Montgomery Counties-WIN MORE!" - RECORDING

- PRESENTATION
- RESOURCES & EMAIL LINKS MENTIONED DURING PRESENTATIONS
  - Identify/Nurture Opportunities:
    - Download Free "Tools & Resources" to identify Federal Opportunities and "Pipeline" Template in Excel: <https://fedinform.us/webinar-attendee/>
    - Nicole: [nicole@fedinform.us](mailto:nicole@fedinform.us)
  - Maryland Department of Commerce:
    - Tamar: [tamar.osterman@maryland.gov](mailto:tamar.osterman@maryland.gov)
    - Government Contracting Business Resources: <https://open.maryland.gov/industries/military-federal/>
    - Military & Federal Affairs: <https://open.maryland.gov/business-resources/contracting/>
  - Federal Contracting:
    - NIH: (Annette): [scarbora@od.nih.gov](mailto:scarbora@od.nih.gov)
    - Frederick National Laboratory for Cancer Research (FNL) Operated by Leidos Biomedical Research: (Cherise Smith) [cherise.smith@nih.gov](mailto:cherise.smith@nih.gov)
    - Fort Detrick: (Jerome) [jerome.k.maultsby.civ@mail.mil](mailto:jerome.k.maultsby.civ@mail.mil)
  - State of Maryland Contracting:
    - State Forecasting: (Eduardo): [eduardo.hayden@maryland.gov](mailto:eduardo.hayden@maryland.gov)
    - DGS: (Cristen): [cristen.ervin@maryland.gov](mailto:cristen.ervin@maryland.gov)
  - Local Government:
    - Montgomery County (Grace): [grace.demmo@montgomerycountymd.gov](mailto:grace.demmo@montgomerycountymd.gov)
    - County of Frederick (Diane): [dibush@frederickcountymd.gov](mailto:dibush@frederickcountymd.gov)
    - City of Frederick (Rebecca): [rdrandall@cityoffrederickmd.gov](mailto:rdrandall@cityoffrederickmd.gov)



<https://open.spotify.com/episode/6NFHIVbNcJYXy1r3qHbGfX>



Lessons of What **TO DO**: Finding & Bidding on Unbundled Opportunities • Planned, Managed Growth (Investors) • Finding & Managing Subcontractors

Lessons of What **NOT TO DO**: Lied Performance • Lied about Funding Broke the DFAR • Did Not Pay Sub

## PART 3: Wednesday, June 8, 2022: "Access to Opportunities-Ft Meade, Maryland/BWI, Anne Arundel/Howard Counties-WIN MORE!" - RECORDING

- PRESENTATION
- RESOURCES & EMAIL LINKS MENTIONED DURING PRESENTATIONS
  - Proposal Writing / Bid Response:
    - Theo: [theo@catapultbd.com](mailto:theo@catapultbd.com)
    - Tommy: [tommy@catapultbd.com](mailto:tommy@catapultbd.com)
  - Maryland Department of Commerce Federal Government Contracting Business Resources:
    - <https://open.maryland.gov/industries/military-federal/>
    - <https://open.maryland.gov/business-resources/government-contracting/>
  - Federal Contracting at Fort Meade:
    - DISA (Carlen Capenos): [DISASmallBusiness@mail.mil](mailto:DISASmallBusiness@mail.mil)
    - NSA (Scott Jackson): [smallbusiness@nsa.gov](mailto:smallbusiness@nsa.gov)
  - State of Maryland Contracting:
    - State Forecasting (Eduardo Hayden): [eduardo.hayden@maryland.gov](mailto:eduardo.hayden@maryland.gov)
    - MAA/BWI (Alice Cook): [ACook2@hwaairport.com](mailto:ACook2@hwaairport.com)
  - Local Government Contracting:
    - Anne Arundel County: [Purchasing@aacounty.org](mailto:Purchasing@aacounty.org)
    - Howard County (Mahesh Sabnani): [msabnani@howardcountymd.gov](mailto:msabnani@howardcountymd.gov)
  - Financing:
    - Howard County's Catalyst Fund (Darshni Patel): [dhpatel@hceda.org](mailto:dhpatel@hceda.org)
    - Two-Page Loan Summary in Word (Addresses 95% of Underwriter's Questions)
    - Two-Page Loan Summary with Sample (Addresses 95% of Underwriter's Questions)

## PART 4: Wednesday, October 12, 2022: "Access to Opportunities- Andrews/NASA, MDT & Prince George's County - WIN MORE!" - RECORDING

- PRESENTATION
- RESOURCES & EMAIL LINKS MENTIONED DURING PRESENTATIONS
  - Contract Management
    - "4 Disciplines of Execution Book" Summary
    - X Matrix Template
    - Cash Flow Template
    - "Industry Financial Benchmarks" Report (FREE): Kirk McLaren of NAICS codes at [kirk@foresightco.com](mailto:kirk@foresightco.com)
  - Maryland Department of Commerce Federal Government Contracting Business Resources:
    - <https://open.maryland.gov/industries/military-federal/>
    - <https://open.maryland.gov/business-resources/government-contracting/>
  - Federal Contracting at Fort Meade:
    - Joint Base Andrews (Juanita Hunt): [juanita.hunt.2@us.af.mil](mailto:juanita.hunt.2@us.af.mil)
    - NASA (Jennifer Perez): [jennifer.d.perez@nasa.gov](mailto:jennifer.d.perez@nasa.gov)
  - State of Maryland Contracting:
    - State Forecasting (Eduardo Hayden): [eduardo.hayden@maryland.gov](mailto:eduardo.hayden@maryland.gov)
    - MDOT/MTA (Alice Cook): [acook2@mdta.state.md.us](mailto:acook2@mdta.state.md.us)
  - Prince George's County:
    - Procurement (Harsh Oberoi): [HOberoi@co.pg.md.us](mailto:HOberoi@co.pg.md.us)
    - Economic Development (Alicia Moran): [amoran@co.pg.md.us](mailto:amoran@co.pg.md.us)
  - Financing:
    - Two-Page Loan Summary in Word (Addresses 95% of Underwriter's Questions)
    - Two-Page Loan Summary with Sample (Addresses 95% of Underwriter's Questions)
    - Article: Private Equity Recap - Selling Your Business Twice
    - Private Equity/Venture Capital/Angel Investing: Tim Keffer [Tim.Keffer@raymondjames.com](mailto:Tim.Keffer@raymondjames.com) PLUS Macro Economic Trends Reports

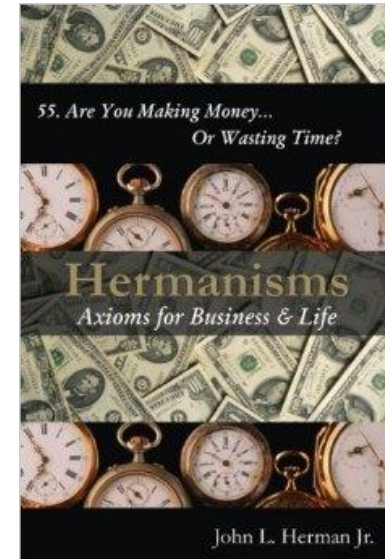


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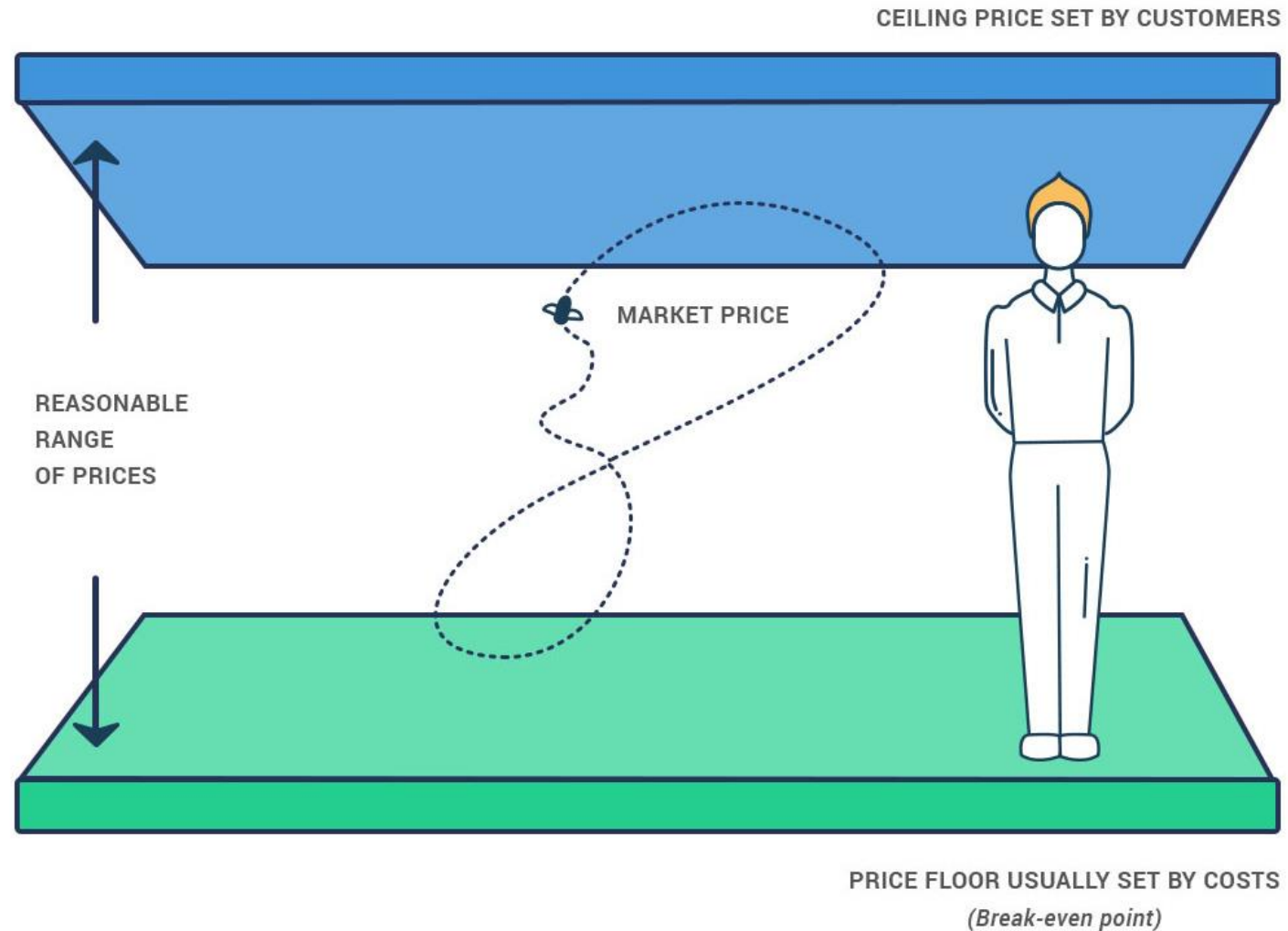


[www.ahcc-midatlantic.org/events/](http://www.ahcc-midatlantic.org/events/)

## “Know the Math, or No Money”



## What is Your Market Price?



## Factors that Influence Pricing



## PRICE



## Factors Influenced by Pricing





## Macro Economics

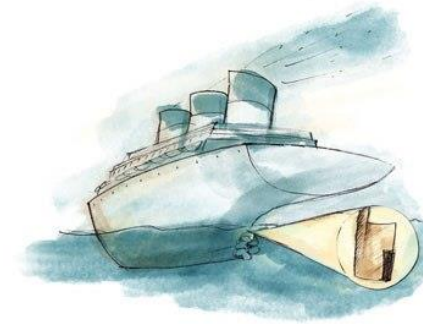
**Understanding of Economy,  
Industry, Competitors, Etc.**



**Your  
Pricing  
Decision**

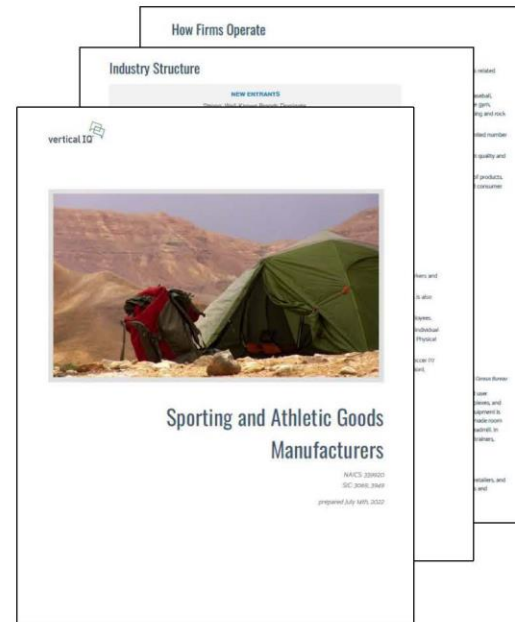
## Micro Economics

**Allocation of Specific  
Resources**



## - Detailed Industry Intelligence

- Based on NAICS Code
- Industry Structure
- Industry Trends
- How Firms Operate
- Financial Benchmarks
- Business Valuation Benchmarks



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## RESEARCH RESOURCES

### - Vertical IQ

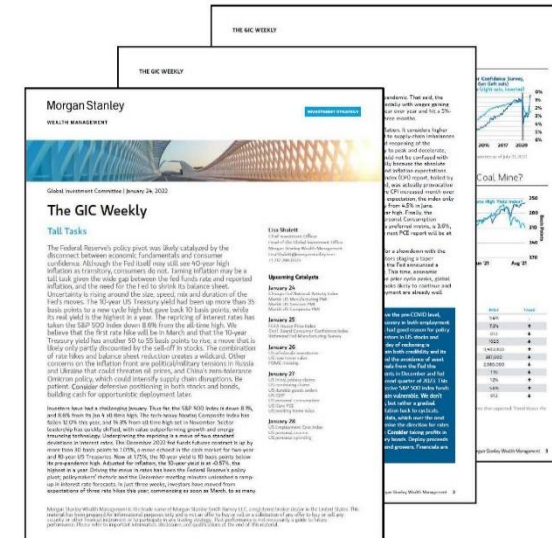
- Macroeconomic Indicators
- Growth Rates

### - Morgan Stanley - GIC

- Global Investment Committee

### - Morgan Stanley Research

- Individual Stock Research Reports



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Industry: 236220 - Commercial Construction  
Sales Range: All Sales Ranges  
Location: All Areas  
Prepared On: 03/01/2022

## INDUSTRY FINANCIAL DATA AND RATIOS

Average by Year (Number of Financial Statements)

Financial Metric	Last 12 Months (510)	2021 (535)	2020 (1,919)	Last 5 Years (11,779)	All Years (75,434)
Current Ratio	2.49	2.47	2.60	2.40	2.03
Quick Ratio	2.01	1.99	2.08	1.94	1.44
Gross Profit Margin	19.01%	18.91%	17.80%	17.68%	19.68%
Net Profit Margin	4.56%	4.19%	4.44%	4.22%	4.40%
Inventory Days	2.37	2.27	2.38	2.42	2.52
Accounts Receivable Days	68.37	68.62	64.99	63.58	51.82
Accounts Payable Days	5118	50.95	48.84	49.89	37.28
Interest Coverage Ratio	20.79	20.69	17.06	17.69	13.79
Debt-to-Equity Ratio	2.33	2.35	2.36	2.52	1.81
Debt Service Coverage Ratio	10.88	10.88	8.09	8.02	6.77
Return on Equity	43.71%	43.04%	42.38%	41.04%	30.20%
Return on Assets	15.65%	15.27%	13.62%	13.69%	12.12%
Gross Fixed Asset Turnover	19.47	19.43	21.48	21.89	13.57
Sales per Employee	\$591,512	\$607,789	\$576,521	\$644,044	\$445,357
Profit per Employee	\$32,065	\$30,228	\$27,732	\$23,423	\$12,594
Growth Metric	Last 12 Months (194)	2021 (209)	2020 (1,279)	Last 5 Years (7,555)	All Years (47,395)
Sales Growth	4.72%	4.24%	1.97%	11.03%	12.68%
Profit Growth	31.64%	30.18%	24.13%	22.85%	6.67%

Confidential

[kirk@foresightcfo.com](mailto:kirk@foresightcfo.com)

## COMPANY-SPECIFIC / INDUSTRY RECOMMENDATIONS

### PROFITS & PROFIT MARGIN

*What are some things the company might do to develop favorable profitability trends?*

- Invest in new technology that will allow your employees in the field to improve maintenance and repair services, and streamline your business processes.
- Keep up with the latest government regulations, in order to avoid fines and penalties.
- Create good monthly budgets with cost reduction goals, broken down by account, that are put right into an accounting system (chart of accounts). This should allow management the ability to pull "variance reports", which compare budgeted revenues and expenses with actual revenues and expenses.
- Obtain internal reports that identify the business's key performance indicators (KPIs), which help managers make good decisions by identifying the figures that are critical to performance.
- Eliminate or reduce some overhead or fixed costs to reduce monthly expenses. Small decreases in overhead will typically yield large cash savings over time, especially if fixed costs can be reduced (those costs which tend to stay the same over time).
- Search out multiple qualified vendors to get the best prices through competition, while maintaining quality, and take advantage of volume discounts or other concessions with current suppliers.
- Reward the employees who perform best. To do this effectively, the business needs to monitor labor performance.
- Obtain an annual business check-up. Meet with an accountant or banker to review financial statements and get advice on how to improve performance.
- Generate accurate financial reports on a timely basis -- within 40 days of the end of the financial period. This will help ensure the usefulness of the data for examination purposes. Good financial reports are the backbone of management decisions.
- Monitor the costs going into all office supplies. With more important costs being monitored closely, many businesses forget to look at this smaller cost, and often allow it to be higher than necessary.
- Reduce payroll costs, including any overtime expenses as applicable, by maintaining an ideal number of employees and monitoring the number of hours that each employee works.
- Enroll the business in the right insurance program at a good cost. Evaluate alternative insurance carriers that may be able to serve the business at a cheaper cost.
- Be sure to track how much return (additional sales) the business gets from increases in advertising. Advertising methods should be dictated by effectiveness.

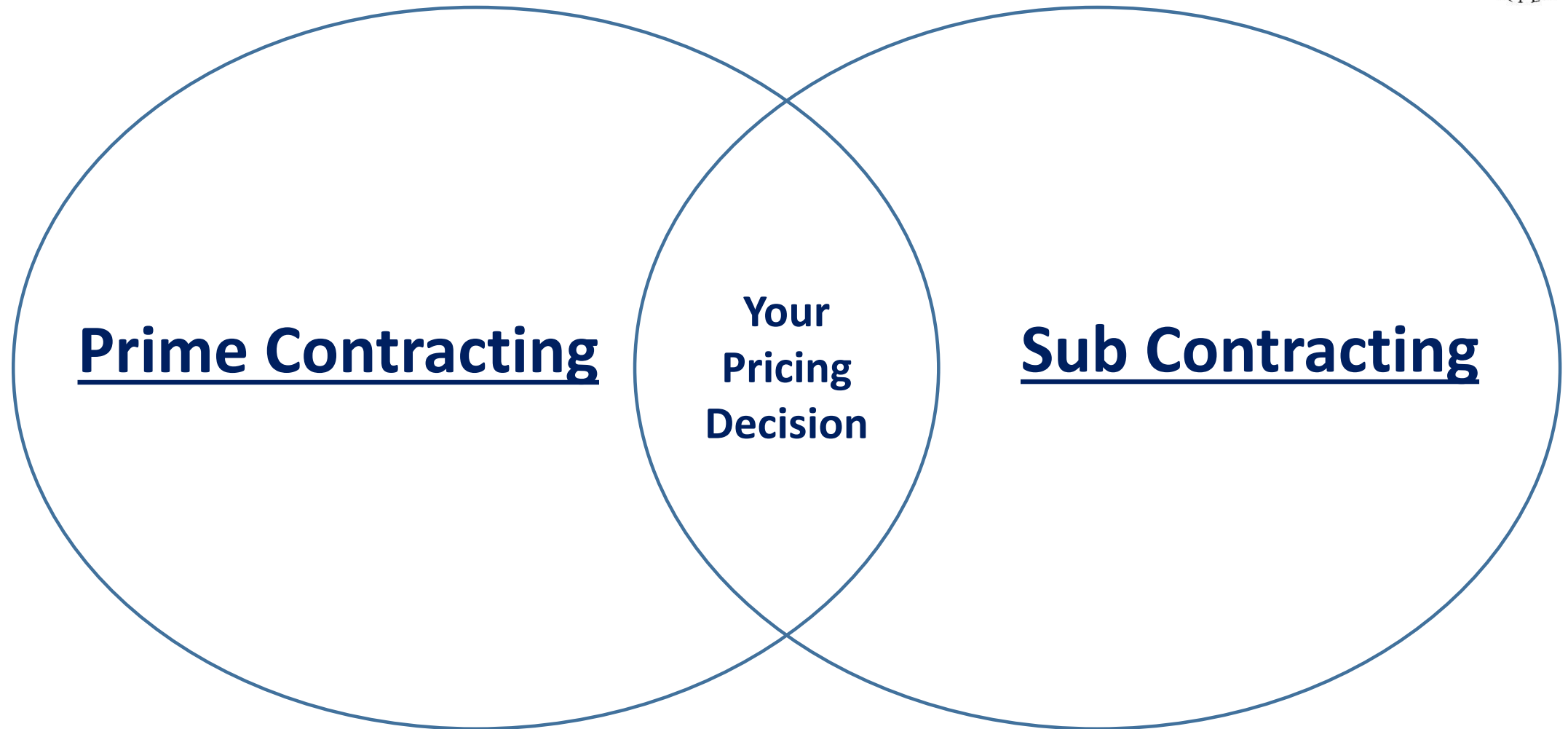
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## NET INCOME EQUATION USED TO DETERMINE PROFITABILITY

**SALES - COST OF PRODUCT/SERVICE = GROSS PROFIT - OPERATING EXPENSES = NET INCOME**





<b>Client_Name</b>							
<b>Cash Balance</b>							
Checking Account #	\$0.00						
Money Market Account #	\$0.00						
<b>Total Cash Balance</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Week Number</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Start date of the Week</b>	<b>3/23/2020</b>	<b>3/30/2020</b>	<b>4/6/2020</b>	<b>4/13/2020</b>	<b>4/20/2020</b>	<b>4/27/2020</b>	<b>5/4/2020</b>
<b>Checking Account balance</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASH INFLOWS</b>							
AR Payments [AR Balance]	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Or List Clients [AR Balance]							
Pending Deposits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fundraising/Investment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Cash Inflows</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>CASH OUTFLOWS</b>							
Outstanding Checks	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AP Payments [AP Balance]	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Or List Key Vendors [AP Balance]							
Payroll	\$0	\$0		\$0	\$0	\$0	\$0
Amex CC Liability	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Cash Outflows</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Weekly Forecasted Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

[www.marylandsbdc.org/accelerator](http://www.marylandsbdc.org/accelerator)



Access to Opportunities  
Federal, State & Local Government Contracting  
TO WIN MORE!



## PART 1: Tuesday, October 5, 2021: "Access to Opportunities Maryland, and Local Government (Cecil/Harford Counties) - RECORDING

- PRESENTATION
- RESOURCES & EMAIL LINKS MENTIONED DURING PRESENTATION
  - APG:
    - Matt: [matthew.w.casey2.civ@mail.mil](mailto:matthew.w.casey2.civ@mail.mil)
    - David: [david.o.christ.civ/army.mil](mailto:david.o.christ.civ/army.mil)
    - APG related resources in Harford County (Karen): [klholt@h](mailto:klholt@h)
  - State Contracting:
    - Eduardo: [eduardo.hayden@maryland.gov](mailto:eduardo.hayden@maryland.gov)
    - Cristen: [cristen.ervin@maryland.gov](mailto:cristen.ervin@maryland.gov)
  - Local Government:
    - Harford: [HCGProcurement2@harfordcountymd.gov](mailto:HCGProcurement2@harfordcountymd.gov)
    - Cecil: [PurchasingOffice@ccgov.org](mailto:PurchasingOffice@ccgov.org)
  - Northeastern Maryland University Research Park: [Danny.DeMarini](mailto:Danny.DeMarini)



GOVCON GIANTS - Podcast 132



GOVCON GIANTS - Podcast 132

## PART 2: Thursday, March 17, 2022: "Access to Opportunities: NIH, Ft Meade, State of Maryland & Frederick/Montgomery Counties-WIN MORE!" - RECORDING

- PRESENTATION
- RESOURCES & EMAIL LINKS MENTIONED DURING PRESENTATIONS
  - Identify/Nurture Opportunities:
    - Download Free "Tools & Resources" to identify Federal Opportunities and "Pipeline" Template in Excel: <https://fedinform.us/webinar-attendee/>
    - Nicole: [nicole@fedinform.us](mailto:nicole@fedinform.us)
  - Maryland Department of Commerce:
    - Tamer: [tamar.osterman@maryland.gov](mailto:tamar.osterman@maryland.gov)
    - Government Contracting Business Resources: <https://open.maryland.gov/industries/military-federal/>
    - Military & Federal Affairs: <https://open.maryland.gov/business-resources/contracting/>
  - Federal Contracting:
    - NIH: (Annette): [scarbora@od.nih.gov](mailto:scarbora@od.nih.gov)
    - Frederick National Laboratory for Cancer Research (FNL) Operated by Leidos Biomedical Research: (Cherise Smith) [chemise.smith@nih.gov](mailto:chemise.smith@nih.gov)
    - Fort Detrick: (Jerome) [jerome.k.maultsby.civ@mail.mil](mailto:jerome.k.maultsby.civ@mail.mil)
  - State of Maryland Contracting:
    - State Forecasting: (Eduardo): [eduardo.hayden@maryland.gov](mailto:eduardo.hayden@maryland.gov)
    - DGS: (Cristen): [cristen.ervin@maryland.gov](mailto:cristen.ervin@maryland.gov)
  - Local Government:
    - Montgomery County (Grace): [grace.demmo@montgomerycountymd.gov](mailto:grace.demmo@montgomerycountymd.gov)
    - County of Frederick (Diane): [dibush@frederickcountymd.gov](mailto:dibush@frederickcountymd.gov)
    - City of Frederick (Rebecca): [rdrandall@cityoffrederickmd.gov](mailto:rdrandall@cityoffrederickmd.gov)



<https://open.spotify.com/episode/6NFHIVbNcJYxYr3qHbGfX>



Lessons of What **TO DO**: Finding & Bidding on Unbundled Opportunities • Planned, Managed Growth (Investors) • Finding & Managing Subcontractors

Lessons of What **NOT TO DO**: Lied Performance • Lied about Funding Broke the D FAR • Did Not Pay Sub

## PART 3: Wednesday, June 8, 2022: "Access to Opportunities-Ft Meade, Maryland/BWI, Anne Arundel/Howard Counties-WIN MORE!" - RECORDING

- PRESENTATION
- RESOURCES & EMAIL LINKS MENTIONED DURING PRESENTATIONS
  - Proposal Writing / Bid Response:
    - Theo: [theo@catapultbd.com](mailto:theo@catapultbd.com)
    - Tommy: [tommy@catapultbd.com](mailto:tommy@catapultbd.com)
  - Maryland Department of Commerce Federal Government Contracting Business Resources:
    - <https://open.maryland.gov/industries/military-federal/>
    - <https://open.maryland.gov/business-resources/government-contracting/>
  - Federal Contracting at Fort Meade:
    - DISA (Carlen Capenos): [DISASmallBusiness@mail.mil](mailto:DISASmallBusiness@mail.mil)
    - NSA (Scott Jackson): [smallbusiness@nsa.gov](mailto:smallbusiness@nsa.gov)
  - State of Maryland Contracting:
    - State Forecasting (Eduardo Hayden): [eduardo.hayden@maryland.gov](mailto:eduardo.hayden@maryland.gov)
    - MAA/BWI (Alice Cook): [ACook2@hwiairport.com](mailto:ACook2@hwiairport.com)
  - Local Government Contracting:
    - Anne Arundel County: [Purchasing@aacounty.org](mailto:Purchasing@aacounty.org)
    - Howard County (Mahesh Sabnani): [msabnani@howardcountymd.gov](mailto:msabnani@howardcountymd.gov)
  - Financing:
    - Howard County's Catalyst Fund (Darshni Patel): [dhpatel@hceda.org](mailto:dhpatel@hceda.org)
    - Two-Page Loan Summary in Word (Addresses 95% of Underwriter's Questions)
    - Two-Page Loan Summary with Sample (Addresses 95% of Underwriter's Questions)

## PART 4: Wednesday, October 12, 2022: "Access to Opportunities- Andrews/NASA, MDT & Prince George's County - WIN MORE!" - RECORDING

- PRESENTATION
- RESOURCES & EMAIL LINKS MENTIONED DURING PRESENTATIONS
  - Contract Management
    - "4 Disciplines of Execution Book" Summary
    - X Matrix Template
    - Cash Flow Template
    - "Industry Financial Benchmarks" Report (FREE): Kirk McLaren of NAICS codes at [kirk@foresightco.com](mailto:kirk@foresightco.com)
  - Maryland Department of Commerce Federal Government Contracting Business Resources:
    - <https://open.maryland.gov/industries/military-federal/>
    - <https://open.maryland.gov/business-resources/government-contracting/>
  - Federal Contracting at Fort Meade:
    - Joint Base Andrews (Juanita Hunt): [juanita.hunt.2@us.af.mil](mailto:juanita.hunt.2@us.af.mil)
    - NASA (Jennifer Perez): [jennifer.d.perez@nasa.gov](mailto:jennifer.d.perez@nasa.gov)
  - State of Maryland Contracting:
    - State Forecasting (Eduardo Hayden): [eduardo.hayden@maryland.gov](mailto:eduardo.hayden@maryland.gov)
    - MDOT/MTA (Alice Cook): [acook2@mdta.state.md.us](mailto:acook2@mdta.state.md.us)
  - Prince George's County:
    - Procurement (Harsh Oberoi): [HOberoi@co.pg.md.us](mailto:HOberoi@co.pg.md.us)
    - Economic Development (Alicia Moran): [amoran@co.pg.md.us](mailto:amoran@co.pg.md.us)
  - Financing:
    - Two-Page Loan Summary in Word (Addresses 95% of Underwriter's Questions)
    - Two-Page Loan Summary with Sample (Addresses 95% of Underwriter's Questions)
    - Article: Private Equity Recap - Selling Your Business Twice
    - Private Equity/Venture Capital/Angel Investing: Tim Keffer [Tim.Keffer@raymondjames.com](mailto:Tim.Keffer@raymondjames.com) PLUS Macro Economic Trends Reports

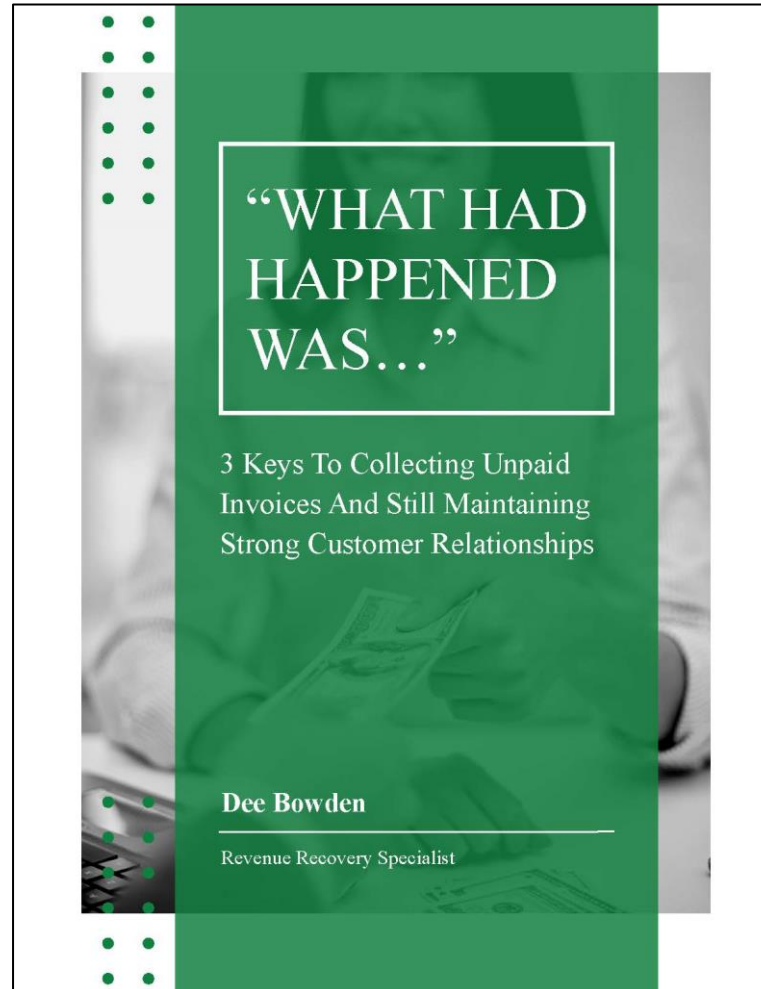


[www.mdptac.org](http://www.mdptac.org)



[www.ahcc-midatlantic.org/events/](http://www.ahcc-midatlantic.org/events/)

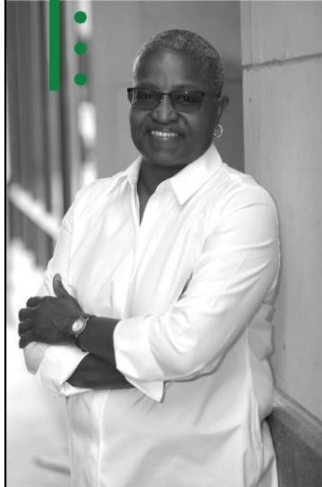




**“WHAT HAD  
HAPPENED  
WAS...”**

3 Keys To Collecting Unpaid  
Invoices And Still Maintaining  
Strong Customer Relationships

**Dee Bowden**  
Revenue Recovery Specialist



**ABOUT THE AUTHOR**

Dee Bowden is on a mission to help businesses improve their bottom line while gaining peace of mind. She created Collect the Cash to teach small businesses how to solve cash flow problems caused by lacking revenue recovery practices.

After recovering \$7.5 million for a single large government agency, Dee recognized small businesses also fall prey to revenue loss because they don't collect the outstanding invoices.

She is on a mission to serve business owners by sharing her three-step system. Dee has 10 years of financial recovery experience in which she collected over \$10 million for several companies and government agencies.

Dee is the Author of Collect the Cash: The Sale is not Complete until the Money is In the Bank!

Dee has been featured in Yahoo Finance, VIP Global, Forbes Magazines.

Wondering How You Can Begin Including These Principles In Your Account Receivable Process? Let's Talk! <http://bit.ly/callwithdee1>

To learn more, go to [www.collectthecash.biz](http://www.collectthecash.biz)

4  
“WHAT HAD HAPPENED WAS...”

## **In-House**

- **Complete Control**
- **Long-Term Support**
- **Handling Sensitive Information**

**Your  
Pricing  
Decision**

## **Out-Source**

- **Short-Term Needs**
- **Focus on OTHER Activities**
- **Need Experts**

# Federal Contracting

For a specific company: Go to [www.gsaelibrary.gsa.gov](http://www.gsaelibrary.gsa.gov) and enter the company's name or contract number. This will show all their GSA Schedules and Contractor T&Cs / Pricelist

To survey the market rates for a specific labor category, go to <https://buy.gsa.gov/pricing/qr/mas> You can plug in the labor category, a few details about education and experience levels, and see average prices across the market.

	BENEFITS	DRAWBACKS
LOWER	<ul style="list-style-type: none"> <li>◆ Forces competitors to keep prices low</li> <li>◆ Attracts customers to take advantage of special or low prices</li> <li>◆ May increase sales and frequency of buying</li> </ul>	<ul style="list-style-type: none"> <li>◆ Must be the market leader for the lowest prices or best deals</li> <li>◆ Competes at very low margins</li> <li>◆ Attracts price-sensitive customers</li> </ul>
HIGHER	<ul style="list-style-type: none"> <li>◆ Profit margins are high; fewer transactions needed</li> <li>◆ Brand has a higher perceived value or image</li> <li>◆ Customers think products/ services are better than others in the market</li> </ul>	<ul style="list-style-type: none"> <li>◆ Attracts a small, niche portion of the market</li> <li>◆ Sales volume or number of transactions may be lower than other providers in the market</li> </ul>
PARITY	<ul style="list-style-type: none"> <li>◆ Forces competitors to keep market prices fair</li> <li>◆ Creates industry standards for costs and margins</li> </ul>	<ul style="list-style-type: none"> <li>◆ Must maintain prices that are the same as other competitors</li> <li>◆ Competes at low or fair margins</li> <li>◆ May not differentiate from other competitors</li> </ul>



## Value Drivers 9 Market/External Drivers

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### GROWTH

Growth refers to a company's top line revenue. Strong growth means your company has a history of consistent growth greater than its competitors, coupled with projected, future revenue growth above the market's rate.



### LARGE POTENTIAL MARKET

The larger the market (tapped and untapped) the more attractive it is because it represents more opportunities. However, being a leader in a smaller niche is also attractive. Even if you have a true competitive advantage, a growth market is almost always favored.



### DOMINANT MARKET SHARE

Your company should control a high portion of the available market relative to its competitors. If your company sells products or services in more than one market, focus on your primary market, or the market that is most fundamental to the success of your company.



### RECURRING REVENUE

A key component of business value is the degree to which it can generate recurring, profitable revenue. Contracts or other firm commitments are the best way to guarantee future revenue, but other examples include a long-term lease on a high traffic location or a strong loyalty program.



### BARRIERS TO ENTRY

Significant obstacles (which could include legal, capital, and/or market barriers) facing a new entrant into your company's market can increase the value of your business.



### OPERATIONS

Your company has the ability to consistently deliver on the sales promises made to the marketplace and to do it in a systematic and process-driven manner.



### PRODUCT DIFFERENTIATION

Your company has greater value if it has a product/service with unique characteristics that provide a competitive advantage. A unique product or service that customers prefer will keep them coming back to you instead of your competitors and may provide higher margins.



### BRAND

A strong brand name that resonates with your customers can add significant value to your company. Your company benefits from a recognizable brand that reinforces the business' presence in the marketplace and supports the company's objectives.



### MARGIN ADVANTAGE

Margins are simply a measure of how efficiently you make money. The more your company enjoys gross and net margins greater than the industry your margins, the more valuable your company.

**Value Drivers : 9 Operational/Internal Drivers**

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**CUSTOMER DIVERSIFICATION**

Your company benefits from a well-diversified customer base. Valuable companies have a variety of customers including long term customers, new customers, and developing customers. Minimize your risk-avoid putting all your eggs in one basket (or just a few baskets).



**COMPANY OVERVIEW**

An easily understandable company is a valuable company – customers, employees and partners can quickly “get” what the company is all about. Stakeholders should be able to easily obtain a holistic understanding of your company including your company’s performance, practices, culture, discipline, and mission.



**FINANCIAL**

All of your company’s financial matters are in order and you follow best practices. These include clean audits, readable financial statements, operating reports, and adequate tax, insurance, banking and risk strategies.



**SALES AND MARKETING**

High value companies have the ability to produce revenue in a proven and systematic way; not simply based on the efforts of individuals within the business today. This includes a thorough marketing plan, appropriate sales skills and technology, and accurate and timely marketing and sales metrics in place.



**CUSTOMER SATISFACTION**

High company value derives from deep and long term customer satisfaction. Your company benefits from setting satisfaction metrics and tracking them, using key measures to assure customer expectations are met at all levels.



**SENIOR MANAGEMENT**

A company's value is higher if there is a leadership team or individual in place to carry on the company’s vision and mission while helping the owner achieve his/her objectives. You should be able to execute a plan to run the company effectively for an extended period of time if the owner was not available



**HUMAN RESOURCES**

Your company value depends on its ability to hire, develop, and retain quality individuals. The right people can strengthen culture, ethics, customer relations, production, innovation and other aspects of operations, all of which can add to company value.



**LEGAL**

You have all legal matters in order, documented, and your company follows best practices. There are no claims for or against your company, you have a process to handle potential liability issues, you have contracts with key customers, suppliers, advisors, contractors, and employees, and you have agreements with all investors.



**INNOVATION**

A deliberate innovation culture and processes are invaluable to create an ongoing competitive advantage, leading to increased company value. You should have proven and systematic processes to drive and capture innovation at all levels and a way to leverage collaboration for innovation.



## Business Valuation Report (Free)

Evaluation of the 18 Areas, Providing an Executive Report Showing Your Company's Current And Potential Value, Red Flag Threats, And Top Areas In Which To Close Your Value Gap

[www.catapultbd.com](http://www.catapultbd.com)



## *Virtual Board*

- Google: (Topic) PDF .edu
- AI (i.e. ChatGPT) – About Asking Best Question
- Google Scholar with Librarian
- “Audible”
- Trade Association

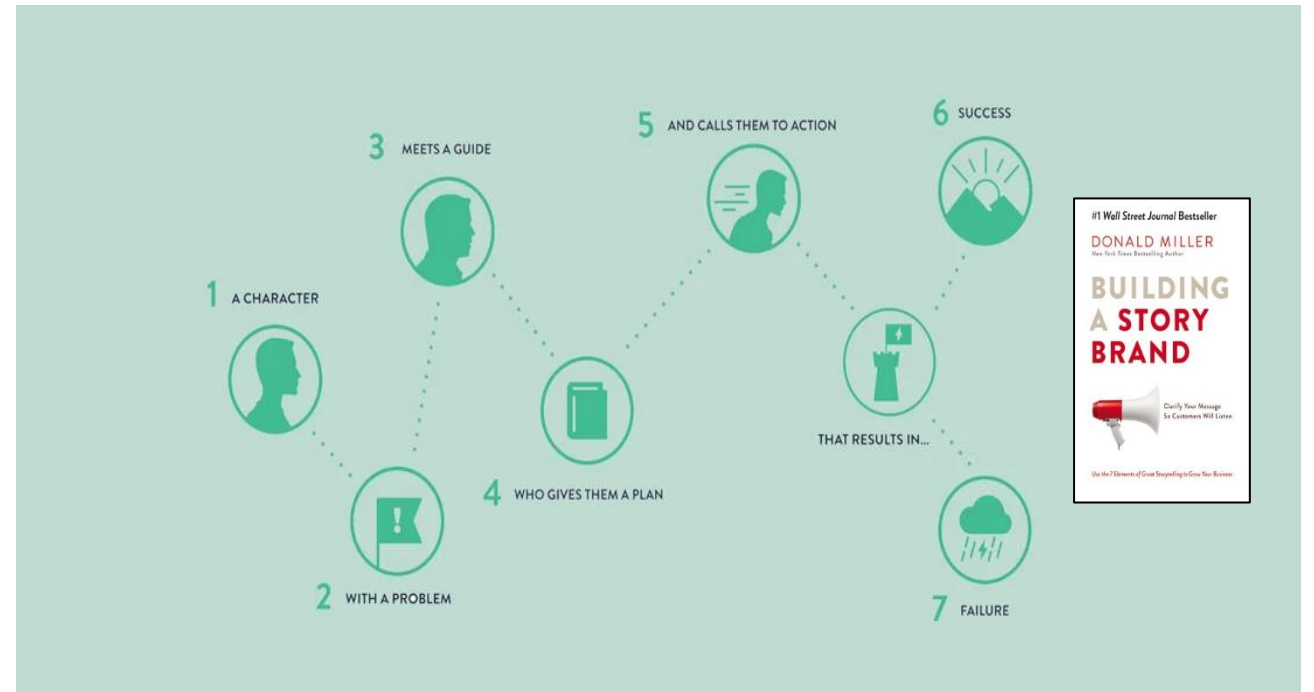
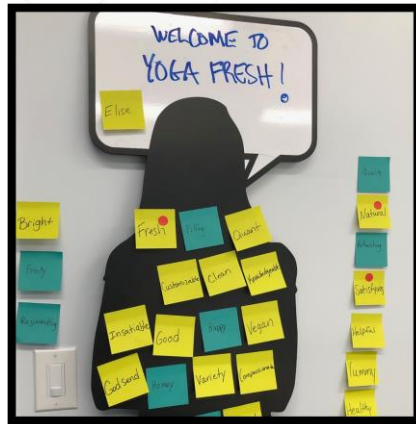
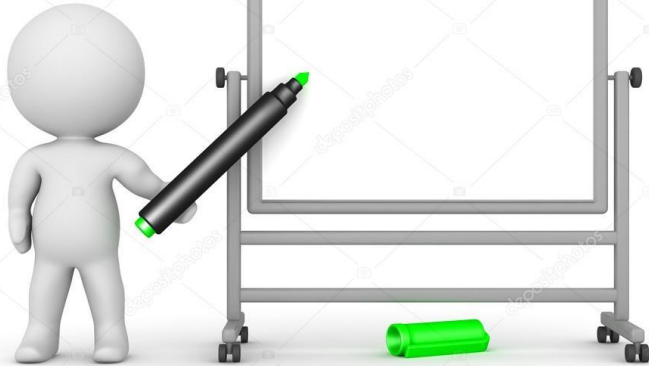
### **“MINDSET·SKILLSET·TOOLSET”**

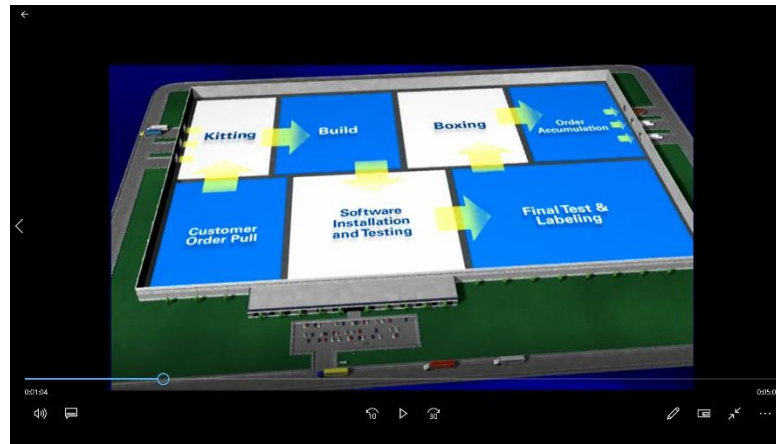
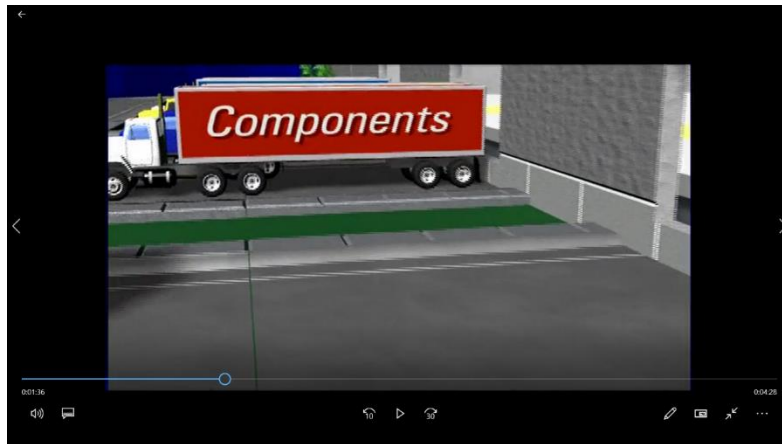


## *Mastermind Group (Social Capital)*

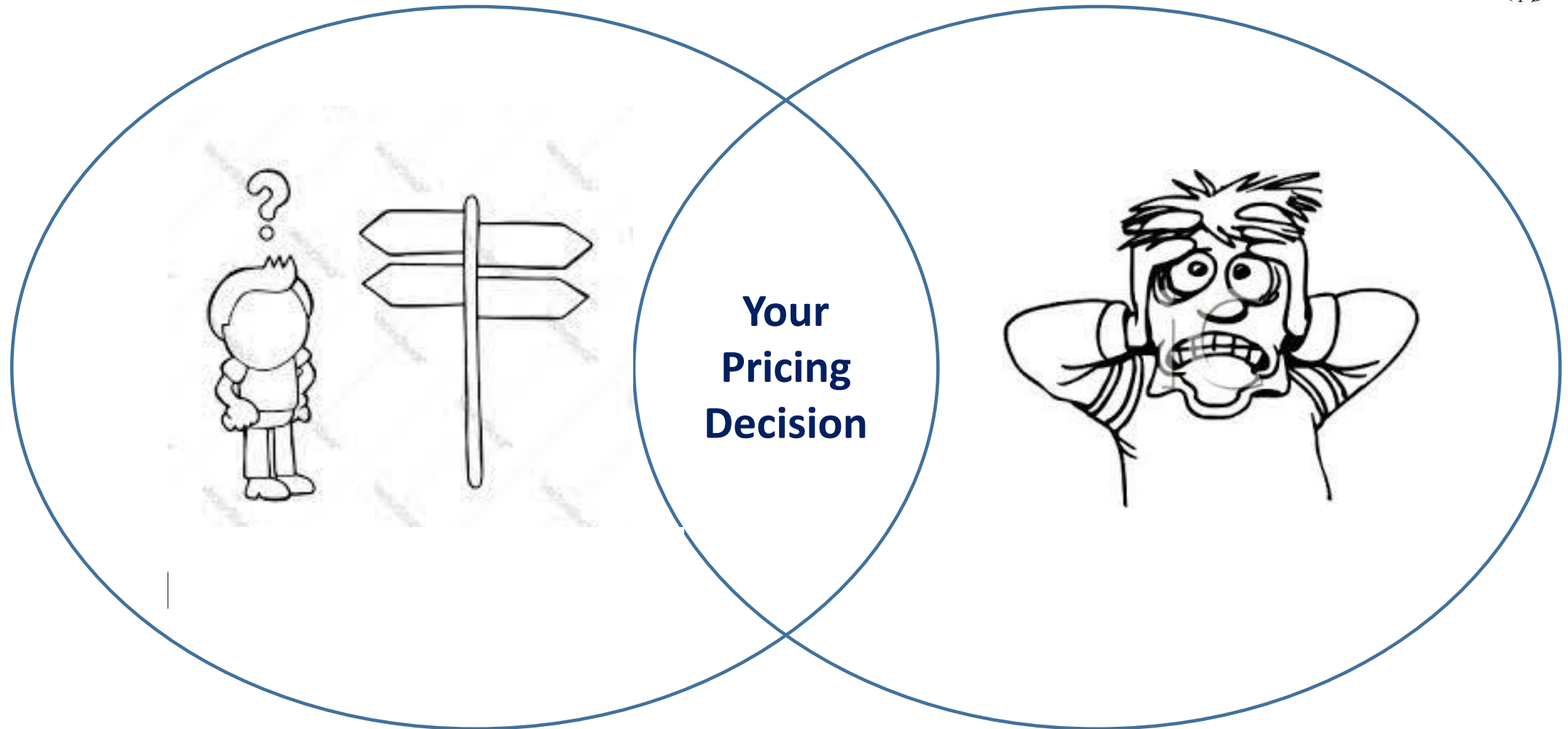
- Ask to “Clear the Path”
- 5 Degree of Separation
- 411 NEVER 911
- Accountability vs Subject Expert vs Numbers Expert
- Advisor (4-12x) vs Coach (12-26x) vs Consultant (26-52x) vs Employee (52-250x)

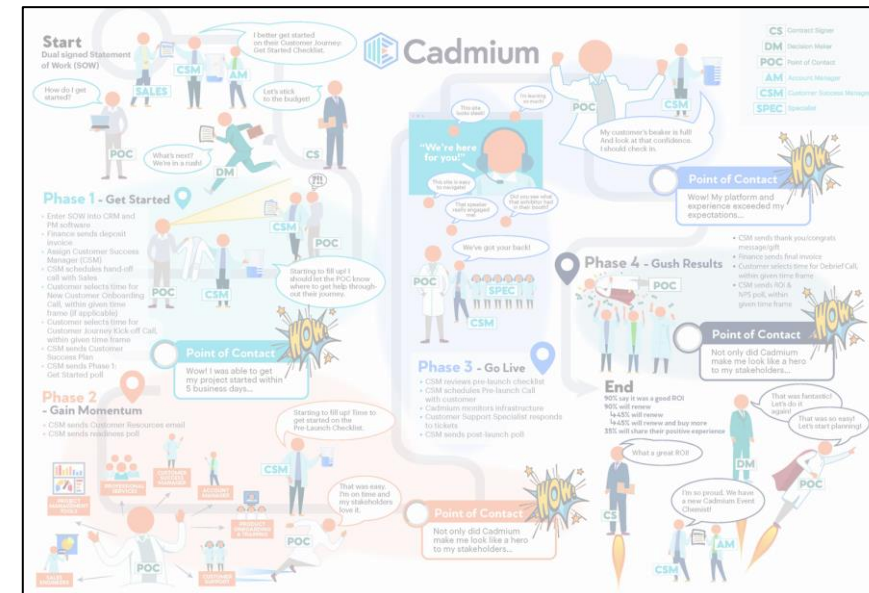
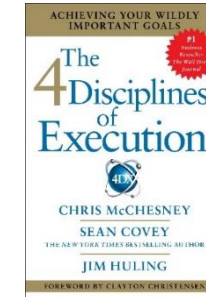
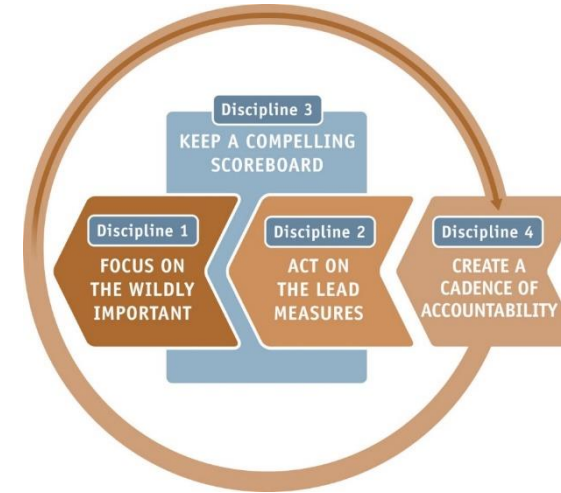






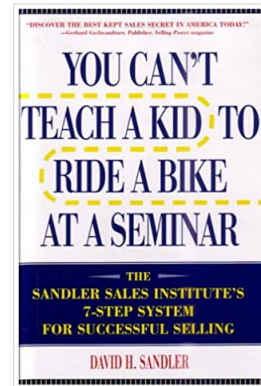
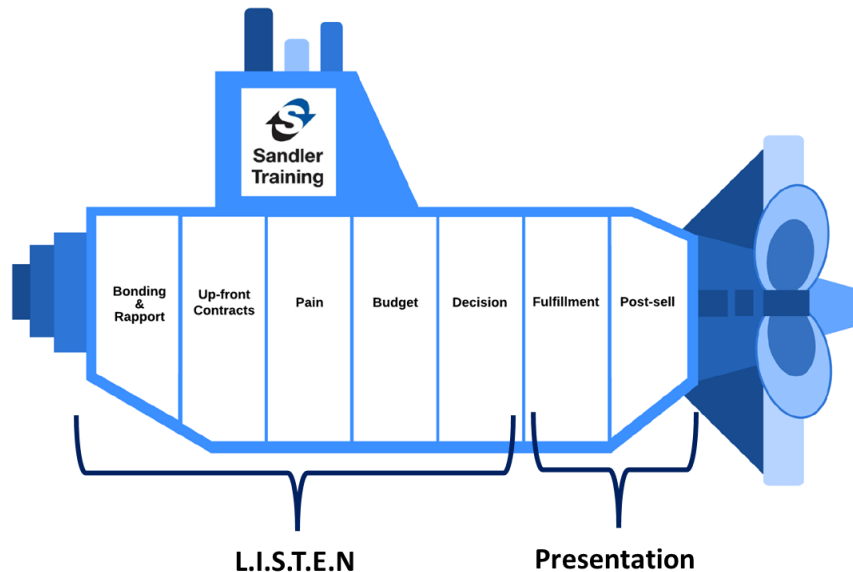
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Sandler Sales Submarine

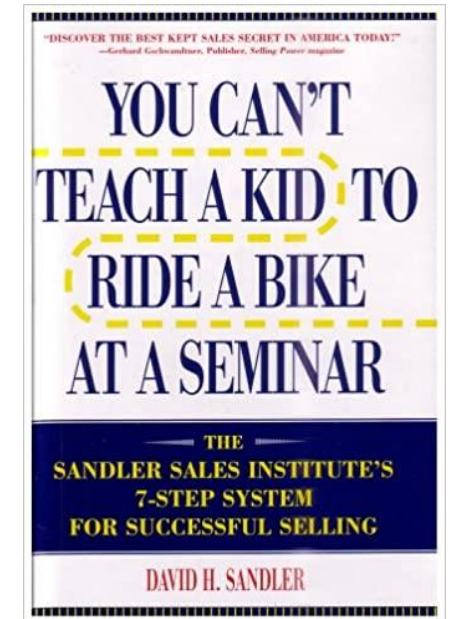
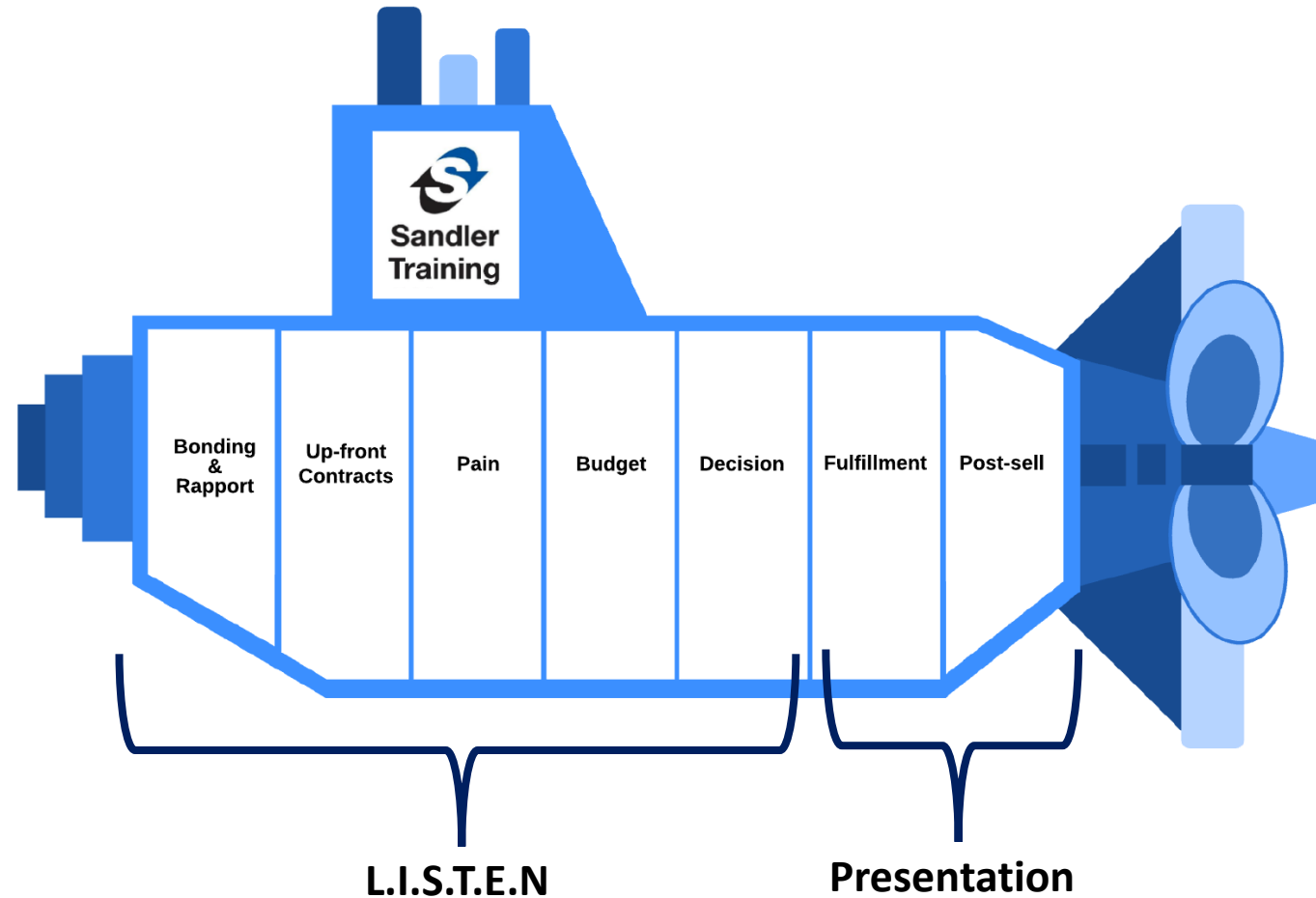


## Best Practices in Sales/Business Development to *FIND & WIN CONTRACTS!*...with Sandler Training @ MIC (June 2) • Webinar (June 30)



[www.marylandsbdc.org/accelerator](http://www.marylandsbdc.org/accelerator)

## Sandler Sales Submarine



# Pricing Corporate Training

## Direct COGS

3 Hours Preparation for Every 1 Hour Instruction

6-Hour Event = 24 Hours of Instructor Time  
(18-Hour of Preparation + 6-Hour of Delivery)

Instructor Time Worth: \$100 Per Hour

$$24 \times \$100 = \$2,400$$

## Direct Cash Costs

Instructor Time: \$2,400, Milage: \$600,  
Facility / Food: \$1,000

**Direct Cash Costs + Event Management  
Multiplier (2.6X) + Profit = Total Costs**

$$\$4,000 \times 2.6X \times 10\% (1.10) = \$11,440$$

Number of Participants Expected: 12

\$953 Per Person for 6 Hour Event (\$11,440 / 12)

Market: \$0-\$1,000 / True Competition Average: \$575

**Charge: \$478 Per Person**

## Ackerman Negotiation System

- To Drive Costs Down Offer 65%, 85%, 95%, 100% of realistic target in odd numbers
- To Drive Price Up Offer 135%, 115%, 105%, 100% of realistic target in odd numbers
- Include some non-monetary compensation in final offer to show them you're committing all of your available resources



# **Price & Costing to Win More Contracts**

## **T.I.P.S. Webinar Series**



**Think about....Write down**

**3 Ideas to Apply NOW!**

**QUESTIONS?**

**[www.marylandsbdc.org/accelerator](http://www.marylandsbdc.org/accelerator)**





# Mining Public Data Techniques



[goMDsmallbiz.maryland.gov](http://goMDsmallbiz.maryland.gov)

## Videos & Slide Decks

[eMaryland Marketplace Advantage \(eMMA\)](#)

[Procurement Forecast](#)

[Board of Public Works](#)

[Communicating with Confidence](#)

## Upcoming T.I.P.S. Webinars

**Thursday, May 25, 2023**

**10 a.m.**

Maryland's Veteran-Owned  
Small Business Enterprise (VSBE)  
Program

**Tuesday, June 27, 2023**

**10 a.m.**

Strategies for Digital Marketing

**Thursday June 29, 2023**

**10 a.m.**

Leveraging Your Certifications

[goMDsmallbiz.maryland.gov](http://goMDsmallbiz.maryland.gov)



### Workshop

**June 7, 2023**

**9:30 a.m.**

**[Ready, Set, GROW!](#)**

Procurement Connections  
Workshop  
at  
MGM National Harbor

### Webinar

**June 9, 2023**

**10:00 a.m.**

**[Small Biz Resource  
Connections:](#)**

APEX Accelerator  
Maryland  
(formerly MD PTAC)

# VIDEO PLAYLIST

## T.I.P.S. Webinar Series Playlist

The image displays a YouTube video player interface for a playlist titled "T.I.P.S. Webinar Series - The Governor's Office of Small, Minority & Women Business Affairs". The main video thumbnail shows Karen Reyes, MBE Compliance Manager, with the Maryland logo and the text "GOVERNOR'S OFFICE OF SMALL, MINORITY & WOMEN BUSINESS AFFAIRS". Below the thumbnail, the text reads "T.I.P.S. Webinar Series - The Governor's Office of Small, Minority & Women Business Affairs", "StateMaryland", "24 videos 1,081 views Last updated on May 1, 2023", and "Play all" and "Shuffle" buttons.

The playlist contains four videos:

- 1 Subcontracting in Maryland's Minor 2023**  
StateMaryland • 17 views • 2 weeks ago  
Duration: 1:26:42  
Speaker: KAREN REYES, MBE COMPLIANCE MANAGER
- 2 Strategies for Teaming, Partnering,**  
StateMaryland • 6 views • 2 weeks ago  
Duration: 1:57:33  
Speakers: Pamela Gregory, Allen Tavakoli, Bevon Gardner, Tonya Johnson, Eduardo D. Hoydes
- 3 Prime Contracting in Maryland's Sm 2023**  
StateMaryland • 51 views • 2 months ago  
Duration: 2:00:05  
Speaker: LISA MITCHELL SENNAAR, SDR COMPLIANCE MANAGER
- 4 Navigating eMaryland Marketplace**  
StateMaryland • 24 views • 2 months ago  
Duration: 2:02:31  
Speaker: SHAE CRONIN, INSTRUCTIONAL PROGRAMS ADMINISTRATOR

<https://www.youtube.com/playlist?list=PLlgoHh4Po1J0W63akD6aGAU8JmT0qzOrX>



# Partners

Maryland Procurement Technical Assistance Center (PTAC)  
<https://www.mdptac.org/>

Greater Baltimore SCORE  
<https://greaterbaltimore.score.org/>

Maryland Women's Business Center (MWBC)  
<https://marylandwbc.org/>

Baltimore-Metro Women's Business Center (Balt-Metro WBC)  
<https://www.baltmetrowbc.org/>

Maryland Small Business Development Center (SBDC)  
<https://www.marylandsbdc.org/>

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# Resources

Governor's Office of Small, Minority & Women Business Affairs  
<https://gomdsmallbiz.maryland.gov/Pages/default.aspx>

Maryland's Office of Minority Business Enterprise (OMBE)  
<https://www.mdot.maryland.gov/tso/pages/Index.aspx?PagelId=90>

Maryland Department of Commerce  
Maryland Financial Incentives for Business  
<https://commerce.knack.com/maryland-funding-incentives>

Maryland Entrepreneur HUB  
<https://marylandentrepreneurhub.com/>

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**Thank You**

**for  
choosing**

**Maryland**



**GOVERNOR'S OFFICE  
OF SMALL, MINORITY & WOMEN  
BUSINESS AFFAIRS**

[goMDsmallbiz.maryland.gov](http://goMDsmallbiz.maryland.gov)